



211

GOALS

7%

GOAL COMPLETION

● Draft ● Not started ● Behind ● On Track ● Overdue ● Complete → Direct Alignment --- Indirect Alignment

CITY OF KINGMAN, AZ FY2022 PLAN

1. IMPROVED CITY SERVICES & LIVABILITY FY22

Goal	Details	Owner	Update	Update Frequency	Current Completion
1.1 Increase city beautification score on citizen survey by 10% annually over the next 5 years.: 37% to 44%	Progress is determined annually on Citizen Survey.	City Manager		Annually	0% 37 / 44% -
→ 1.1.6 Add 3 community clean-up events: 3 Event(s)	Coordinate with Clean City Commission and local service groups	Public Works Director	Progress:: Conducting Cleanup September 16, 2021. Next Steps:: Add and schedule additional cleanup events.	Quarterly	25% 0.75 / 3 Event(s) 1 Event(s) ahead
→ 1.1.7 Revise Kingman Municipal Code to facilitate compliance for dangerous / abandoned structures for abatement: 4 Milestone(s)	Milestone 1 - Review current policy and ordinances Milestone 2 - Establish corrective changes Milestone 3 - Submit for legal review Milestone 4 - Implement	City Attorney	Progress:: In progress Next Steps:: In progress	Quarterly	0% 0 / 4 Milestone(s) 1 Milestone(s) behind
→ 1.1.3 Increase code enforcement compliance from current 82% average to 90% and maintain annually: 82% to 90%		Fire Chief		Quarterly	100% 90 / 90% 6% ahead
→ 1.1.3.1 Ensure weed abatement compliance is within 45 days of submission 90% of the time.: 82% to 90%		Fire Chief	Progress:: Weed compliance for the month of July 2021 are meeting 82.5% compliance rating. We have one property that has gone over the 45 day limit. It is located at 3675 N. Wells. This property is a vacant	Quarterly	100% 90 / 90% 6% ahead

residential property. This property has been posted and published through the Kingman Daily Miner.

1. compliance for the month of August 2021 are meeting 70% compliance rating. Out of the 19 cases opened in August only five (5) remain open. We are currently working with a the Dollar General as they have contracted a landscaping company to clean the property. The four (4) properties that remain will have the properties posted, so we can start the abatement process. Having better contact information for some of the properties that have no recent contact information.

We have been meeting a minimum of 30 day compliance for the month of September with a compliance of 96% weed abatement cases currently. There is one (1) property that will be posted and given 15 days to comply. There are two cases that will be forwarded to the city attorneys for non-compliance.

Next Steps:: Our next step is to increase compliance days to 30 days. Weed compliance for the month of August 2021 are meeting 70% compliance rating. Out of the 19 cases opened in August only five (5) remain open. We are currently working with a the Dollar General as they have contracted a landscaping company to clean the property. The four (4) properties that remain will have the properties posted, so we can start the abatement process. Having better contact information for some of the properties that have no recent

			<p>contact information. With minimal contact on some of the properties or properties that have had the certified letters returned due to lack of contact information. With these properties need to be posted and published, so the abatement process can be started quicker. These properties have been either posted on the property or published in the local newspaper. The property location are 3675 N. Wells and the 3600Blk. of N. Kenneth.</p>		
→ 1.1.4 Create a community volunteer service program and hold quarterly cleanups.: 4 Event(s)	Public Works Director	<p>Progress:: Waiver forms have been prepared by Risk Manager, and approved by City Attorney. Project Scope and Program Name are being finalized.</p> <p>Next Steps:: Finalize scope, name, solicity donations, enlist volunteers, and publicize programs.</p>	Quarterly		<p>25%</p> <p>1 / 4 Event(s)</p> <p>-</p>
→ 1.1.2. Increase beautification outreach and education by delivering specific programs to target areas.: 7 Program(s)	Fire Chief		Quarterly		<p>29%</p> <p>2 / 7 Program(s)</p> <p>-</p>
→ 1.1.2.1 Educate the public on incentive and beautification programs: 3 Program(s)	Economic Development Manager		Quarterly		<p>0%</p> <p>0 / 3 Program(s)</p> <p>-</p>

<p>→ 1.1.2.2 Implement four specific public education programs on code regulation that target populations and at-risk groups within the community.: 4 Program(s)</p>	<p>Fire Chief</p>	<p>Progress::</p> <p>We are currently developing public education programs to inform property owners of the risks of not maintaining their properties.</p> <p>Enhance our public education material to focus on vegetation hazards with in our city.</p> <p>Focusing on which programs will assist property owners on maintaining their properties.</p> <p>Making sure that they understand the hazards of not maintaing their properties.</p> <p>Next Steps::</p> <p>Making sure they have the needed resources, so if they can't take care of the issues on their own they have a resource list that can assist them. We need to make sure that everyone on the resourse list has a valid city of Kingman bussiness license, so they can perform the work.</p> <p>Outline what areas that we will focus on to improve educational outreach. Making sure that these areas have the tools to achieve our goal of beautifying their area.</p> <p>Making sure that the programs are credible and achieveable.</p> <p>Making sure that the educational componenet is realistic for the property owners to achieve compliance.</p>	<p>Quarterly</p> <p>50%</p> <p>2 / 4 Program(s)</p> <p>1 Program(s) ahead</p>
<p>→ 1.1.5 Increase beautification through signage throughout the city: 6 Milestone(s)</p>	<p>City Manager</p>	<p>Quarterly</p>	<p>0%</p> <p>0 / 6 Milestone(s)</p> <p>2 Milestone(s) behind</p>
<p>→ 1.1.5.1 Install monument welcome signs at interchanges and high visibility entrances into the city.: 4 Milestone(s)</p>	<p>Milestone:</p> <ol style="list-style-type: none"> 1. Design concept 2. Budget approval 3. Contract award 4. Installation complete <p>City Manager</p>	<p>Quarterly</p>	<p>0%</p> <p>0 / 4 Milestone(s)</p> <p>1 Milestone(s) behind</p>

↳ 1.1.5.2 Update community banners for Stockton Hill Road: 2 Promotion(s)	1. Summer banners 2. Fall banners	City Manager		Quarterly	0% 0 / 2 Promotion(s) -
↳ 1.1.1 Increase code enforcement contacts by 10%: 707 Contact(s) to 777 Contact(s)		Police Chief		Annually	3% 709.1 / 777 Contact(s) 477 Contact(s) ahead
1.2 Increase participation in health and recreation programs by 5% annually over next 5 years.: 1.64k Participation(s) to 1.72k Participation(s)	Baseline count is 1640 participants.	Parks and Recreation Director	<p>Progress:: add several new outdoor activities for the upcoming fall season; 2 cornhole tournaments and 1 wooden racquet tennis tournament, Adult sports (Volleyball, basketball) and youth volleyball.</p> <p>Next Steps:: Continue to recruit teams for all sports leagues offered for youth and adult sports</p>	Quarterly	44% 1.68k / 1.72k Participation(s) 12 Participation(s) ahead
↳ 1.2.2 Add/expand additional programs: 100%		Parks and Recreation Director		Quarterly	17% 16.67 / 100% 8% behind
↳ 1.2.2.1 Increase participation at Cerbat Cliffs golf course over same month previous year: 10% to 10%		Parks and Recreation Director		Monthly	10 / 10% -
↳ 1.2.2.2 Reach out to tournament coordinators at least quarterly to ensure return events for the following year or book new events: 4 Touch Point(s)		Recreation Superintendent		Quarterly	0% 0 / 4 Touch Point(s) 1 Touch Point(s) behind
↳ 1.2.2.3 Redevelop dance programs, add additional cornhole & pickleball, tournament(s) and/or league, etc.: 4 Review(s)		Recreation Superintendent		Quarterly	0% 0 / 4 Review(s) 1 Review(s) behind
↳ 1.2.2.4 Maintain high level of Swim Lessons; maximize participation by targeting a 5% increase: 540 Participation(s) to 567 Participation(s)		Recreation Superintendent		Annually	0% 540 / 567 Participation(s) 8 Participation(s) behind
↳ 1.2.2.5 Add new pickleball courts and related events: 3 Event(s)		Recreation Superintendent		Quarterly	0% 0 / 3 Event(s) 1 Event(s) behind
↳ 1.2.2.6 Increase quality and number of trails by 1 mile/year for 5 years: 1 Mile(s)		Parks and Recreation Director		Annually	0% 0 / 1 Mile(s) -

↳ 1.2.1 Better promotion through advertising: 156 Post(s)	Parks and Recreation Director	<p>Progress:: Department program brochure were printed and distributed in September for months through December</p> <p>Next Steps:: meet with school superintendents about flyer and brochure distribution.</p>	Quarterly	<p>37%</p> <p>57.72 / 156 Post(s)</p> <p>19 Post(s) ahead</p>
→ 1.2.1.1 Post Facebook updates for parks, recreation, and aquatics activities on a weekly basis.: 52 Post(s)	Recreation Superintendent		Monthly	<p>36%</p> <p>18.72 / 52 Post(s)</p> <p>6 Post(s) ahead</p>
→ 1.2.1.2 Utilize Social Media to post information, promotions, event results, etc. for the golf course on a weekly basis.: 52 Post(s)	Recreation Superintendent		Monthly	<p>32%</p> <p>16.64 / 52 Post(s)</p> <p>4 Post(s) ahead</p>
→ 1.2.1.3 Once fully operational with EZLinks/GolfNow, utilize online and social media marketing capabilities to advertise promotions, rates and online bookings: 52 Post(s)	Recreation Superintendent		Monthly	<p>0%</p> <p>0 / 52 Post(s)</p> <p>13 Post(s) behind</p>
1.3 Complete street safety improvement projects to improve multi-modal safety: 17 Activity(ies)	Public Works Director		Quarterly	<p>44%</p> <p>7.54 / 17 Activity(ies)</p> <p>4 Activity(ies) ahead</p>
→ 1.3.1 Conduct traffic warrant studies to prioritize left turn improvements at signalized intersections for budgeting and implementation: 4 Activity(ies)	Public Works Director	<p>Progress:: Complete</p> <p>Next Steps:: Budget and build recommended. improvements.</p>	Quarterly	<p>100%</p> <p>4 / 4 Activity(ies)</p> <p>-</p>
→ 1.3.2 Proactive community outreach of enforcement efforts. (zero tolerance campaigns, etc.): 6 Activity(ies)	Deputy Police Chief		Quarterly	<p>34%</p> <p>2.04 / 6 Activity(ies)</p> <p>1 Activity(ies) ahead</p>
→ 1.3.3 Submit grant application for safety improvements and utilize WACOG Safety Plan to prioritize HSIP grant applications: 1 Application(s)	Engineer	<p>Progress:: Provided cost estimate for additional discretionary funding project, for additional phase of Eastern Av. Preparing next round of HSIP grant applications.</p> <p>Next Steps:: Finalize new HSIP applications.</p>	Annually	<p>25%</p> <p>0.25 / 1 Application(s)</p> <p>-</p>

→ 1.3.4 Attend WACOG coordination meetings as a stakeholder for project selection and funding: 6 Activity(ies)		Engineer	<p>Progress:: Attend WACOG meetings and participate in project selection.</p> <p>Next Steps:: Continue to actively participate at WACOG.</p>	Quarterly	<p>25% 1.5 / 6 Activity(ies) 1 Activity(ies) ahead</p>
1.4 Increase livability score on the citizen survey by 10% annually for the next 5 years: 63% to 76%	Progress is determined annually on Citizen Survey.	City Manager		Annually	<p>0% 63 / 76% -</p>
→ 1.4.1 Increase cardiac survivability rates within the city of Kingman to 25%: 25% to 25%	25% survivability by 2023.	Fire Chief	<p>Progress:: July 17% cardiac survivability August 17% September 29%</p> <p>Next Steps:: Continue educational delivery and community access AED program</p>	Quarterly	<p>29 / 25% 4% ahead</p>
→ 1.4.2 Establish sustainable street maintenance program: 6 Activity(ies)		Public Works Director		Biannually	<p>25% 1.5 / 6 Activity(ies) 2 Activity(ies) ahead</p>
→ 1.4.2.1 Maintain up to date pavement condition index: 1 Activity(ies)		Public Works Director	<p>Progress:: Nearing completion of update to Pavement Condition Index update. Provided treatment section presentaion to Council.</p> <p>Next Steps:: Complete update.</p>	Annually	<p>25% 0.25 / 1 Activity(ies) -</p>
→ 1.4.2.2 Continue public outreach program to demonstrate pavement maintenance needs: 4 Activity(ies)		Public Works Director	<p>Progress:: Worked with PIO to prodeuce public outreach and education materials. Make regular presentations to Council, Chamber, and other groups.</p> <p>Next Steps:: Continue public outreach efforts.</p>	Quarterly	<p>25% 1 / 4 Activity(ies) -</p>

→ 1.4.2.3 Support efforts to establish a dedicated funding source for pavement preservation: 1 Activity(ies)	Public Works Director	<p>Progress:: Worked with PIO to produce public outreach and education materials. Make regular presentations to Council, Chamber, and other groups.</p> <p>Next Steps:: Continue public outreach efforts.</p>	Annually	25% 0.25 / 1 Activity(ies) -
→ 1.4.3 Diversify water sources: 15 Source(s)	Public Works Director		Quarterly	25% 3.8 / 15 Source(s) -
→ 1.4.3.1 Complete new production and recharge well site evaluations: 4 Source(s)	Public Works Director	<p>Progress:: Budgeted \$375,000 for site evaluations for production wells, dry wells, recharge wells.</p> <p>Next Steps:: Hire consultant to complete well site evaluations and recommendations.</p>	Quarterly	20% 0.8 / 4 Source(s) -
→ 1.4.3.2 Complete Recharge Well: 1 Source(s)	Public Works Director	<p>Progress:: Design complete, construction contract scheduled for Council consideration September 211, 2021.</p> <p>Next Steps:: Complete construction.</p>	Quarterly	50% 0.5 / 1 Source(s) -
→ 1.4.3.3 Continue dry well installation: 10 Source(s)	Public Works Director	<p>Progress:: Completed installation of 10 dry wells last fiscal year. Budgeted for ten more dry wells this fiscal year.</p> <p>Next Steps:: Install drywells.</p>	Quarterly	25% 2.5 / 10 Source(s) -
→ 1.4.4 Conduct annual review of commodities market and recycling program feasibility: 1 Review(s)	Public Works Director		Annually	0% 0 / 1 Review(s) -

2. MODERNIZATION FY22

Goal	Details	Owner	Update	Update Frequency	Current Completion
2.1 Implement Water Loss Control Program: 21 Milestone(s)		Public Works Director		Annually	24% 5 / 21 Milestone(s) 25 Milestone(s) behind

→ 2.1.1 Replace at least 1000 old meters with digital water meters: 10 Milestone(s)	Milestone: Each milestone equates to 100 meters replaced.	Public Works Director	<p>Progress:: Exceeded goal last fiscal year with installation of 1,200 meters.</p> <p>Next Steps:: Purchased 900 meters, installed 200 since July 2021.</p>	Quarterly	<p>20% 2 / 10 Milestone(s) 1 Milestone(s) behind</p>
→ 2.1.2 Follow up on meter replacement to see change in metered usage: 4 Milestone(s)	Milestones: Each milestone equates to a quarterly testing program.	Public Works Director	<p>Progress:: Developing program to test representative sample size of replaced meters.</p> <p>Next Steps:: Test replaced meters.</p>	Quarterly	<p>10% 0.4 / 4 Milestone(s) 1 Milestone(s) behind</p>
→ 2.1.3 Implement Phase II of Water Loss Audit: 3 Milestone(s)	Milestones: 1. Evaluate M36 Water Audit 2. Evaluate next steps with consultant 3. Implement plan for Phase II	Public Works Director	<p>Progress:: Met with consultant on project scope.</p> <p>Next Steps:: Scope and cost proposal being developed by consultant.</p>	Quarterly	<p>67% 2 / 3 Milestone(s) 2 Milestone(s) ahead</p>
→ 2.1.4 Implement recommendations and findings of the Water Conservation Plan: 4 Milestone(s)		Public Works Director	<p>Progress:: Finalizing water Conservation Plan.</p> <p>Next Steps:: Prioritize, fund and implement recommendations.</p>	Quarterly	<p>15% 0.6 / 4 Milestone(s) -</p>
2.2 Improve current fleet fuel efficiency through replacement, maintenance, and education		Public Works Director		Annually	<p>20% 9% behind</p>
→ 2.2.1 Replacement of light duty units to maintain fleet with average of 50,000 miles and 5 years of age		Public Works Director	<p>Progress:: Budgeted for replacement of 30 vehicles. Ordering and delivery delayed to manufacturing material shortages.</p> <p>Next Steps:: Take delivery of vehicles.</p>	Annually	<p>25% -</p>
→ 2.2.2 Complete right-sizing of fleet to determine appropriate job duty classifications and utilize for selection of replacement units		Public Works Director	<p>Progress:: Completed audit of fleet maintenance operations to areas of improvement. identified recommended improvements.</p> <p>Next Steps:: Implement Recommendations.</p>	Quarterly	<p>25% -</p>

→ 2.2.3 Utilize mileage tracking and fleet management program to achieve 90% preventative maintenance compliance: 90%		Public Works Director	<p>Progress:: Integrating fleet management and fuel management systems.</p> <p>Next Steps:: Fill maintenance tech positions to increase available hours for preventative maintenance.</p>	Monthly	<p>25% 22.5 / 90% 1% ahead</p>
→ 2.2.3.1 Conduct monthly KPD vehicle inspections ensuring maintenance: 12 Inspection(s)		Deputy Police Chief		Monthly	<p>29% 3.48 / 12 Inspection(s) -</p>
→ 2.2.4 Driver education on fuel efficient driving, carpooling, etc.: 9 Activity(ies)		Public Works Director		Monthly	<p>6% 0.54 / 9 Activity(ies) 2 Activity(ies) behind</p>
→ 2.2.4.1 Work with department heads to educate employees on driving behaviors, idle time, carpooling, etc.: 4 Activity(ies)		Public Works Director	<p>Progress:: Tracking fuel useage.</p> <p>Next Steps:: Start reporting to Department Heads.</p>	Quarterly	<p>11% 0.44 / 4 Activity(ies) 1 Activity(ies) behind</p>
→ 2.2.4.2 Install decals and stickers on city vehicles used as a reminder of idle time and other habits: 1 Activity(ies)		Public Works Director	<p>Progress:: Design complete, test prints being conducted.</p> <p>Next Steps:: Finalize design and install when vehicles serviced.</p>	Quarterly	<p>10% 0.1 / 1 Activity(ies) -</p>
→ 2.2.4.3 Conduct quarterly KPD driver education: 4 Activity(ies)		Police Chief		Quarterly	<p>0% 0 / 4 Activity(ies) 1 Activity(ies) behind</p>
2.3 Establish Reclaimed Water Program		Public Works Director		Annually	<p>18% 12% behind</p>
→ 2.3.1 Establish Reclaimed Water Re-use Program (Purple Pipe program downtown): 4 Milestone(s)	<p>Milestones:</p> <ol style="list-style-type: none"> Kickoff Construction Main Lines Construction Distribution Lines System Use 	Public Works Director	<p>Progress:: Budgeted for design this fiscal year.</p> <p>Next Steps:: Complete design.</p>	Quarterly	<p>15% 0.6 / 4 Milestone(s) -</p>
→ 2.3.2 Construction of Hilltop Injection Well: 3 Milestone(s)	<p>Milestones:</p> <ol style="list-style-type: none"> Kickoff Construction Begin use 	Public Works Director	<p>Progress:: Construction contract scheduled for Council consideration on September 21, 2021.</p> <p>Next Steps:: Complete Construction.</p>	Quarterly	<p>20% 0.6 / 3 Milestone(s) 1 Milestone(s) ahead</p>
2.4 Maintain GIS maps for staff and public use		Engineer		Annually	<p>0% 29% behind</p>
→ 2.4.1 Improve the accuracy of 10% of the city's GIS information each year by adding, editing or field verifying GIS points or features: 15k Input(s)		Engineer		Monthly	<p>0% 0 / 15k Input(s) 3.71k Input(s) behind</p>

↳ 2.4.2 Update and Publish final data on GIS database at least monthly: 12 Update(s)		Engineer		Monthly	0% 0 / 12 Update(s) 3 Update(s) behind
2.5 Utilize multiple messaging systems to reach public; i.e. digital message, social media, public speaking engagements		City Manager		Biannually	0% 29% behind
↳ 2.5.1 Utilize Spydr survey system to increase feedback from all emergency responses; dispatch, police, fire by 10% annually: 21% to 31%		Fire Chief	Progress:: July: DISP 4.81 KPD 4.77 KFD 4.85 August: DISP 4.78 KPD 4.73 KFD 4.95 September: DISP 4.65 KPD 4.73 KFD 4.82 Next Steps:: Survey results and feedback will continue to be monitored on daily and monthly basis for feedback.	Quarterly	30% 24 / 31% 1% ahead
↳ 2.5.2 Provide new KPD social media content at least weekly: 52 Post(s)		Police Chief		Monthly	0% 0 / 52 Post(s) 13 Post(s) behind
↳ 2.5.3 Implement utility billing messaging system to be used for notifications of delinquent bills, service line leaks, and water system outages: 3 Milestone(s)	Milestones: 1. Product Selection 2. Implementation 3. Begin Use	Financial Services Director		Quarterly	0% 0 / 3 Milestone(s) 1 Milestone(s) behind
2.6 Establish design standards for phase II of the industrial Park: 8 Milestone(s)		Public Works Director		Quarterly	15% 1.2 / 8 Milestone(s) 1 Milestone(s) behind
↳ 2.6 1 Develop Covenants, Conditions & Restrictions: 4 Milestone(s)		Public Works Director	Progress:: Included in Phase II land release planning effort.. RFQ is being developed for consultant services. Next Steps:: Hire consultant and develop scope of work for project.	Quarterly	15% 0.6 / 4 Milestone(s) -

↳ 2.6.2 Develop style guide and expectations for signage, landscape, and outside appearance of new buildings: 4 Milestone(s)		Public Works Director	Progress:: Included in Phase II land release planning effort.. RFQ is being developed for consultant services. Next Steps:: Hire consultant and develop scope of work for project.	Quarterly	15% 0.6 / 4 Milestone(s) -
2.7 Utilize building inspection program to determine building safety and efficiency projects: 9 Milestone(s)		Public Works Director		Quarterly	18% 1.65 / 9 Milestone(s) 1 Milestone(s) behind
↳ 2.7.1 Refine Preventative Maintenance Program: 3 Milestone(s)	Milestones: 1. Kickoff 2. Evaluation 3. Implementation	Public Works Director	Progress:: Developing Preventative maintenance checklists and time frames, and completing building assessments. Next Steps:: Implement building management system.	Quarterly	15% 0.45 / 3 Milestone(s) -
↳ 2.7.2 Upgrade high age/high energy use HVAC units: 3 Milestone(s)	Milestones: 1. Contractor approval 2. Construction 3. Quality Check	Public Works Director	Progress:: Solicitng Statement of Qualifications (SOQ) for contractors to complete budgeted replacements. Next Steps:: Complete replacements.	Quarterly	25% 0.75 / 3 Milestone(s) -
↳ 2.7.3 Installation of backup generators for emergency usage at PD, PW, and Fuel Station: 3 Milestone(s)	Milestones: 1. Contractor approval 2. Installation at Police Department 3. Installation at Public Works	Public Works Director	Progress:: Budgeted for KPD and PW. Next Steps:: Developing project specifications and beginning procurement.	Quarterly	15% 0.45 / 3 Milestone(s) -

3. ECONOMIC PROSPERITY FY22

Goal	Details	Owner	Update	Update Frequency	Current Completion
3.1 Increase economic development score on citizen survey by 10% annually over the next 5 years: 26% to 31%	Progress is determined annually on Citizen Survey.	Economic Development Director		Annually	0% 26 / 31% 1% behind
↳ 3.1.1 Better communicate Economic Development statistics		Economic Development Director		Quarterly	15% 10% behind
↳ 3.1.1.1 Provide quarterly statistics on hotel performance, gift shop sales and visitor center count: 4 Report(s)	Provide Statistics within Update (Strategy 13 from ED Master Plan)	Tourism Services Manager		Quarterly	0% 0 / 4 Report(s) 1 Report(s) behind

→ 3.1.1.2 Provide quarterly statistics on plane storage, fuel sales, new aviation square foot space created: 4 Report(s)	Provide Statistics within Update (Strategy 13 from ED Master Plan)	Public Works Director	<p>Progress:: Monthly tail number checks conducted, RFP awarded for repair facility development.</p> <p>Next Steps:: Continue monthly checks and work with ED on new tenants.</p>	Quarterly	<p>25% 1 / 4 Report(s) -</p>
→ 3.1.1.3 Post 2.5 times on Facebook per week on the Economic Development page: 130 Post(s)	(Strategy 15 from ED Master Plan)	Economic Development Manager	<p>Progress:: There has been 37 posts on the Kingman Economic Development Facebook Page between July 1, 2021 and October 4, 2021.</p> <p>Next Steps:: Continue to post subjects related to Kingman Economic Development.</p>	Monthly	<p>29% 37.7 / 130 Post(s) 13 Post(s) ahead</p>
→ 3.1.1.4 Number of prospects that team submitted sites for consideration: 4 Report(s)	Provide Statistics within Update	Economic Development Manager		Quarterly	<p>50% 2 / 4 Report(s) 1 Report(s) ahead</p>
→ 3.1.1.5 Number of industrial companies recruited or retained with city assistance: 4 Report(s)	Provide Statistics within Update	Economic Development Manager		Quarterly	<p>0% 0 / 4 Report(s) 1 Report(s) behind</p>
→ 3.1.1.6 Number of business retention and expansion boots on the ground visits: 4 Report(s)	Provide Statistics within Update	Economic Development Manager	<p>Progress:: I am averaging 5 business site visits a week due to the various new businesses that have landed and due to working with applicants on the Facade Improvement Program.</p> <p>Next Steps:: Continue to meet with small business owners on a weekly basis to share programs or assist in any way I can.</p>	Quarterly	<p>25% 1 / 4 Report(s) -</p>

→ 3.1.1.7 Number of new retail or restaurants landed with city assistance: 4 Report(s)	Provide Statistics within Update	Economic Development Manager	<p>Progress:: Assisted and still assisting Filibertos and Take 5 Auto with hiring events, permit processing questions and more.</p> <p>Assisted and still assisting Red Wine Bistro, Beale Street Skate Shop, Black Water Tattoo, Cellar Door Wine and Beer Bar (change of ownership) Liquid Bistro and Healthy Bar with Facade Improvement Program which will assist them with a nice new sign for their business.</p> <p>Next Steps:: Continue to work with new retail coming to Kingman and seeking more!</p>	Quarterly	25% 1 / 4 Report(s) -
→ 3.1.1.8 Total number of new jobs created or retained: 4 Report(s)	Provide Statistics within Update	Economic Development Manager		Quarterly	0% 0 / 4 Report(s) 1 Report(s) behind
→ 3.1.1.9 New capital investment into the community: 4 Report(s)	Provide Statistics within Update	Economic Development Manager		Quarterly	0% 0 / 4 Report(s) 25 Report(s) behind
→ 3.1.11.10 Average wage of jobs created or retained: 4 Report(s)	Provide Statistics within Update	Economic Development Manager		Quarterly	0% 0 / 4 Report(s) 25 Report(s) behind

→ 3.1.11.11 Square footage constructed or absorbed: 4 Report(s)	Provide Statistics within Update	Economic Development Manager	<p>Progress:: To date, there has been at least 14,402 sq. ft. in new retail. Some of the new retail constructed a new building and the remaining took space in an existing commercial building. There are other retail in construction phase that I will report in the next update.</p> <table><tr><td>Filibirto's</td><td>2500</td></tr><tr><td>Beale Street Skate Shop</td><td>2500</td></tr><tr><td>Black Water Tattoo</td><td>3125</td></tr><tr><td>Liquid Bistro</td><td>3439</td></tr><tr><td>Healthy Bar</td><td>1184</td></tr><tr><td>Cellar Door Wine and Beer Bar</td><td>1654</td></tr></table> <p>Next Steps:: Keep working on keeping commercial buildings full with retail and bringing new retail to Kingman, AZ.</p>	Filibirto's	2500	Beale Street Skate Shop	2500	Black Water Tattoo	3125	Liquid Bistro	3439	Healthy Bar	1184	Cellar Door Wine and Beer Bar	1654	Quarterly	26% 1.04 / 4 Report(s)
Filibirto's	2500																
Beale Street Skate Shop	2500																
Black Water Tattoo	3125																
Liquid Bistro	3439																
Healthy Bar	1184																
Cellar Door Wine and Beer Bar	1654																
→ 3.1.11.12 Number of special events, tournaments or program attendees: 4 Report(s)	Provide Statistics within Update	Tourism Services Manager		Quarterly	0% 0 / 4 Report(s) 1 Report(s) behind												
3.2 Increase median household income by 3% more than Mohave County's median household income annually for next 5 years: \$42.05k to \$46.96k	As reported by the US Census bureau. TableID: S1901	Economic Development Director		Annually	0% 42.05k / \$46.96k \$1.21k behind												
→ 3.2.1 Continue to offer resources and tools for businesses to locate to Kingman (ie. employee, streamlined permitting, State incentives): 12 Report(s)	Provide resource or tool and statistics in update	Economic Development Director		Monthly	0% 0 / 12 Report(s) 3 Report(s) behind												
→ 3.2.2 Update/maintain demographic, workforce, business, and real estate data on the Economic Development website when new data and/or inventory become available: 12 Report(s)	<p>Provide data type in update</p> <p>Increase 1 for each month demographics were updated.</p>	Economic Development Manager	<p>Progress:: Regular updates to the demographics data has been completed for this quarter.</p> <p>Next Steps:: In January of 2022 staff review demographic data and complete any updates that are necessary.</p>	Monthly	33% 4 / 12 Report(s) 1 Report(s) ahead												

→ 3.2.3 Advocate to assist businesses through the permitting process on an ongoing basis (City, County, State and Federal agencies): 12 Report(s)	Include advocacy statistics in update.	Economic Development Manager	<p>Progress:: Staff has been very proactive in working with business as they work their way through the permitting and development process. Staff is also part of the review and comment of all businesses in the Kingman Industrial Park.</p> <p>Next Steps:: We will have a meeting this week with a company at the Kingman Industrial Park and the Mohave County Development Department.</p>	Monthly	17% 2 / 12 Report(s) 1 Report(s) behind
→ 3.2.4 Post new and existing state and local incentives on website quarterly or as new incentives are available: 4 Post(s)	Include incentive statistics in update. (Strategy 10 from ED Master Plan)	Economic Development Manager	<p>Progress:: Staff has regularly checked for new State or Local incentives that would need to be updated on the Choose Kingman website. All links and programs are up to date</p> <p>Next Steps:: Staff will continue to monitor and update as needed</p>	Quarterly	50% 2 / 4 Post(s) 1 Post(s) ahead
3.3 Help Mohave Community College and high schools increase graduation rates by 5% for the next 5 years: 5%	Baseline MCC--18.0 https://www.mohave.edu/about/institutional-research/ KHS--62.22 https://azreportcards.azed.gov/schools/detail/5595 Lee--82.56 https://azreportcards.azed.gov/schools/detail/91772 KAOL--90.43 https://azreportcards.azed.gov/schools/detail/79373	Economic Development Director		Annually	0% 0 / 5% -
→ 3.3.1 Participate at all events and meetings that involve the subject of graduation rates: 4 Contact(s)		Economic Development Director		Quarterly	0% 0 / 4 Contact(s) 1 Contact(s) behind
3.4 Promote funding for downtown grant programs: 4 Report(s)		Economic Development Director		Quarterly	0% 0 / 4 Report(s) 1 Report(s) behind
3.5 Attend retail conferences (International Shopping Council Conference (ICSC) and Multi-Franchising Conference) to network and attract retailers to Kingman, AZ: 4 Report(s)	Report attendance in Update	Economic Development Director		Quarterly	0% 0 / 4 Report(s) 1 Report(s) behind

3.6 Increase tourist visits to Kingman by 5% annually for the next 5 years: 5% to 5%	<p>Measured by quarter over quarter using:</p> <ol style="list-style-type: none"> 1. The average daily visitor center traffic which was 165.2 for the months of June 2020 thru May 2021 2. Overnight hotel guests (as a function of average group party size reported at the visitor center multiplied by hotel room demand per quarter) <ol style="list-style-type: none"> 1. 2020Q2 (Apr-Jun 2020): 209,141 2. 2020Q3 (Jul-Sep 2020): 273,078 3. 2020Q4 (Oct-Dec 2020): 237,183 4. 2021Q1 (Jan-Mar 2021): 240,405 	Tourism Services Manager	Quarterly	0 / 5% 5% behind
→ 3.6.2 Develop, advertise, and hold an annual Route 66 international event: 3 Milestone(s)	<p>Milestones:</p> <ol style="list-style-type: none"> 1. Identify possible dates to plan a new Route 66 event 2. Identify the type of event, who the target market is, who will coordinate event or who the partnering organizations 3. Market event to potential participants/spectators at least four months in advance of planned event, ideally announce the event one year in advance <p>(Strategy 5.2 from Brand Development Strategies Plan)</p>	Tourism Services Manager	Quarterly	0% 0 / 3 Milestone(s) 1 Milestone(s) behind
→ 3.6.7 Tourism, bi-weekly updates to content and daily updates to events: 52 Post(s)	<p>Strategy 3 & 15 from ED Master Plan</p> <p>Report 1 for each week that a post was made.</p>	Tourism Services Manager	Monthly	0% 0 / 52 Post(s) 13 Post(s) behind
→ 3.6.3 Increase tour bus promotion and additional tourism related activities: 4 Report(s)	Report Statistics within Update	Tourism Services Manager	Quarterly	0% 0 / 4 Report(s) 1 Report(s) behind
↳ 3.6.3.1 Attend 2 trade shows to focus on meeting with tour operators: 2 Event(s)	Report Attendance within Update	Tourism Services Manager	Quarterly	0% 0 / 2 Event(s) -
→ 3.6.4 Increase group tour visitation to the visitor center by 20%: 147 Group(s) to 176 Group(s)	Baseline is the average of the 12 months of June 2020 thru May 2021	Tourism Services Manager	Quarterly	-507% 0 / 176 Group(s) 154 Group(s) behind

→ 3.6.5 Increase visitation to the Visitor Center with annual average visitation of 200 visitors per day over next two years: 200 Visitor(s) to 200 Visitor(s)	Report the quarterly average of visitors.	Tourism Services Manager		Quarterly	0 / 200 Visitor(s) 200 Visitor(s) behind
→ 3.6.6 Cooperate with event coordinators for a successful return of the 2021 Route 66 Street Drags and 2022 Route 66 Fun Run: 2 Event(s)		Tourism Services Manager		Quarterly	0% 0 / 2 Event(s) 1 Event(s) behind
→ 3.6.1 Complete Downtown Streetscape Design and Construction: 4 Milestone(s)	Milestone: 1. Complete Design 2. Scope project 3. Procure Construction services 4. Construction groundbreaking	Public Works Director	Progress:: Design at 60% complete. Next Steps:: Complete design, finalize funding, and commence construction.	Quarterly	30% 1.2 / 4 Milestone(s) -
3.7 Continue marketing Kingman with new brand		Tourism Services Manager		Quarterly	0% 30% behind
→ 3.7.1 Replace billboard vinyl on three billboards entering Kingman by October 1, 2021: 3 Update(s)		Tourism Services Manager		Biannually	0% 0 / 3 Update(s) -
→ 3.7.2 Utilize FY2021 (Sept 2020-Aug 2021) Arizona Office of Tourism Rural Marketing Cooperative to leverage budget for digital/print marketing campaigns: 2 Campaign(s)		Tourism Services Manager		Quarterly	0% 0 / 2 Campaign(s) -
→ 3.7.3 Grow Explore Kingman social media followers by at least 10% (including Instagram, Facebook, Weibo and any other active accounts): 39.75k Followers to 43.73k Followers	Baseline on May 31, 2021 1. Facebook 12,603 followers 2. Instagram 1,174 followers 3. Twitter 2,974 Followers 4. Weibo 23,000 followers.	Tourism Services Manager		Quarterly	-1000% 0 / 43.73k Followers 40.73k Followers behind

4. COMMUNICATION & TEAMWORK FY22

Goal	Details	Owner	Update	Update Frequency	Current Completion
4.1 Increase confidence in city government score on citizen survey by 10% annually for the next 5 years: 29% to 32%	Progress is determined annually on Citizen Survey.	City Manager		Annually	0% 29 / 32% -
→ 4.1.1 Create and distribute public information videos (what we do, how we do it): 12 Video(s)		City Manager		Monthly	17% 2.04 / 12 Video(s) 23 Video(s) behind
→ 4.1.1.1 Departments will coordinate with Public Affairs Coordinator to create public service video announcements addressing trends, threats, and service delivery to community: 12 Video(s)	All departments will be responsible for reporting.	Public Affairs Coordinator	Progress:: In progress Next Steps:: In progress	Monthly	17% 2.04 / 12 Video(s) 23 Video(s) behind

→ 4.1.2 Follow-up with citizens on their complaints and concerns: 100% to 100%		City Manager		Monthly	100 / 100% -
→ 4.1.2.1 Ensure all citizens issuing complaints for weed and / or zoning issues are initially contacted within 2 business days: 100% to 100%	Contact timeframes will be reviewed monthly. Percentage will be total contacted within 2 business days/ total complaints.	Fire Chief	<p>Progress:: All complaints are effectively handled within a 48 hour time period. Initial contact is made and follow up is completed in all cases within this time period. The only exception is reports or complaints that are made Friday-Saturday-Sunday, outside of normal business hours.</p> <p>Next Steps:: The Department will continue to be reactive to complaints and ensure follow up is made within 48 hours.</p>	Monthly	100 / 100% -
→ 4.1.2.2 Respond to all KPD complaints, requests & inquiries within 2 business days. (Facebook, Spydr, email, online, etc.): 100% to 100%	Contact timeframes will be reviewed monthly. Percentage will be total contacted within 2 business days/ total contacts.	Police Chief		Monthly	0 / 100% 100% behind
→ 4.1.2.3 Promptly follow up with public on their complaints/concerns about the Municipal Court within 2 business days: 100% to 100%	Contact timeframes will be reviewed monthly. Percentage will be total contacted within 2 business days/ total contacts.	City Magistrate	<p>Progress:: No complaints reported in September.</p> <p>Next Steps:: Will monitor activity in October and will address any complaints that might be submitted in a timely fashion.</p>	Monthly	0 / 100% 100% behind
→ 4.1.2.4 Promptly follow up on any "report a concern" link reports within 2 business days: 100% to 100%	<p>Contact timeframes will be reviewed monthly. Percentage will be total contacted within 2 business days/ total contacts.</p> <p>All departments will report contacts in a monthly update to be totaled by goal owner</p>	City Manager		Monthly	0 / 100% 100% behind
→ 4.1.3 Post City Manager reports to social media: 12 Post(s)		Public Affairs Coordinator		Monthly	25% 3 / 12 Post(s) -
→ 4.1.4 Publish performance metrics and actions to website and social media: 12 Post(s)		City Manager		Monthly	29% 3.5 / 12 Post(s) 1 Post(s) ahead

→ 4.1.4.2 Publish monthly Strategic Plan report to City website.: 12 Report(s)	Budget and Tax Administrator	<p>Progress:: Monthly report uploaded by 1st business day following the 15th of the month.</p> <p>Next Steps:: Continue monthly.</p>	Monthly	<p>25% 3 / 12 Report(s) -</p>
→ 4.1.4.1 Complete Fire Services statistical metrics and actions updates monthly: 12 Update(s)	Fire Chief	<p>Progress:: Monthly statistical report completed on monthly basis and disseminated to all department members</p> <p>Next Steps:: Continue publication of the monthly document and continue to evaluate criteria for trends</p>	Monthly	<p>33% 4 / 12 Update(s) 1 Update(s) ahead</p>
→ 4.1.5 Frequent reminders of how to find information: 16 Update(s)	City Manager		Quarterly	<p>0% 0 / 16 Update(s) 4 Update(s) behind</p>
→ 4.1.5.1 Coordinate with other divisions to develop utility bill inserts semiannually that will provide reminders to customers of how to locate information: 2 Insert(s)	Financial Services Director		Biannually	<p>0% 0 / 2 Insert(s) -</p>
→ 4.1.5.2 Provide informational handouts to Utility Billing and Licensing customers: 2 Handout(s)	Financial Services Director		Biannually	<p>0% 0 / 2 Handout(s) -</p>
→ 4.1.5.3 Evaluate the layout of the City website at least monthly to make information easier for the public to find: 12 Review(s)	Information Technology Director		Monthly	<p>0% 0 / 12 Review(s) 3 Review(s) behind</p>
4.2 Increase internal communication score on employee survey by 5% annually for the next 5 years: 58% to 61%	Progress is determined annually on Employee Survey.	City Manager	Annually	<p>0% 58 / 61% -</p>
→ 4.2.1 Senior leadership team dissemination of weekly organization management updates: 50 Update(s)	All departments will be responsible for reporting in updates to be consolidated by owner. Owner will add 1 for each week that information was disseminated within the organization.	City Manager	Monthly	<p>24% 12 / 50 Update(s) -</p> <p>Next Steps:: Continue to share information to improve communication in the organization.</p>

→ 4.2.2 Management Team will solicit feedback/follow up at department/division team meetings and share back to senior leadership team: 12 Feedback(s)	All departments will be responsible for reporting.	City Manager	<p>Progress:: Feedback from staff is shared in management team meetings.</p> <p>Next Steps:: Continue to engage staff and solicit feedback.</p>	Monthly	<p>25%</p> <p>3 / 12 Feedback(s)</p> <p>-</p>
→ 4.2.3 City Manager holds brown bag lunches: 4 Activity(ies)		City Manager		Quarterly	<p>0%</p> <p>0 / 4 Activity(ies)</p> <p>1 Activity(ies) behind</p>
→ 4.2.4 Distribute City Manager weekly reports to entire city team: 50 Report(s)	Report will be emailed to all staff as well as Council.	City Manager		Monthly	<p>0%</p> <p>0 / 50 Report(s)</p> <p>15 Report(s) behind</p>
→ 4.2.4.1 Make copies of report available in break rooms for staff without email access: 50 Report(s)		City Clerk	<p>Progress:: City Manager Weekly Reports are printed and hard copies given to each department for placement in their break rooms so that staff without email have access to the information.</p> <p>Next Steps:: Continue to make the reports available.</p>	Monthly	<p>24%</p> <p>12 / 50 Report(s)</p> <p>-</p>
→ 4.2.5 Encourage use of Cityweb (Intranet) as a source of employee information		Information Technology Director		Quarterly	<p>0%</p> <p>25% behind</p>
→ 4.2.5.1 Send quarterly email to all employees reminding them of the information available on Cityweb: 4 Distribution(s)		Information Technology Director		Quarterly	<p>0%</p> <p>0 / 4 Distribution(s)</p> <p>1 Distribution(s) behind</p>
→ 4.2.5.2 Finalize Cityweb intranet access from anywhere		Information Technology Director		Quarterly	<p>0%</p> <p>25% behind</p>
→ 4.2.5.3 Upload and continuously update content for new experience: 12 Update(s)	All departments will be responsible for reporting in updates to be consolidated by owner. Owner will add 1 for each month that new content was published.	Information Technology Director		Monthly	<p>0%</p> <p>0 / 12 Update(s)</p> <p>3 Update(s) behind</p>
→ 4.2.5.4 Hold contests to entice employees and dependents to seek out content from intranet: 3 Contest(s)		Human Resources and Risk Management Director		Quarterly	<p>0%</p> <p>0 / 3 Contest(s)</p> <p>-</p>
→ 4.2.5.5 Pulse survey to measure and seek feedback from employees and dependents: 1 Survey(ies)		Human Resources and Risk Management Director		Quarterly	<p>0%</p> <p>0 / 1 Survey(ies)</p> <p>-</p>

↳ 4.2.5.6 Encourage the sign-up process for employee dependents: 3 Campaign(s)		Human Resources and Risk Management Director		Quarterly	0% 0 / 3 Campaign(s) -
4.3 Provide public outreach information through community events and increase number of events by 5% annually: 21 Event(s)	Baseline of 20 events, target is 5% increase.	City Clerk	<p>Progress:: City information will be shared at the following up coming events: Andy Devine Days Parade, Walk Away from Drugs, Rt. 66 Festival, Kingman Street Drags, City Services Expo and Kingman Downtown First Friday events.</p> <p>Next Steps:: Continue to identify opportunities to share information about the city.</p>	Monthly	29% 6 / 21 Event(s) -
→ 4.3.1 Identify events that are best suited for City representation and community outreach: 12 Review(s)	Events will be shared out to applicable departments.	City Clerk	<p>Progress:: City Council has been registered to attend and participate in the Andy Devine Parade, Walk Away from Drugs, Kingman Street Drags, Kingman Veteran's Day parade, and the Street of Lights Display event to interact and be available to the community.</p> <p>Next Steps:: Continue to find events to be involved in.</p>	Monthly	25% 3 / 12 Review(s) -
→ 4.3.2 Provide community forums and outreach opportunities for all Fire Service and Hazard programs within each division on a quarterly basis: 4 Opportunity(ies)		Fire Chief	<p>Progress:: This is occurring on a regular basis but the department is formalizing a better delivery methodology as well as tracking and documentation methods.</p> <p>Next Steps:: This is occurring on a regular basis but the department is formalizing a better delivery methodology as well as tracking and documentation methods.</p>	Quarterly	0% 0 / 4 Opportunity(ies) 1 Opportunity(ies) behind
→ 4.3.3 Human Resource to host and attend various career events: 3 Event(s)		Human Resources and Risk Management Director		Quarterly	0% 0 / 3 Event(s) -
→ 4.3.4 Recreation Team to host and attend various community outreach events and/or summer employee recruitment: 3 Event(s)		Recreation Superintendent		Quarterly	0% 0 / 3 Event(s) -

4.4 Increase citizen engagement outreach with 16 activities each year which target event participation by 10% of the city's population: 16 Activity(ies)		Report on participation count within updates.	City Clerk	Monthly	0% 0 / 16 Activity(ies) 5 Activity(ies) behind
→ 4.4.1 Monthly presentations to civic organizations: 12 Presentation(s)			City Manager	Monthly	0% 0 / 12 Presentation(s) 3 Presentation(s) behind
→ 4.4.2 Continue building the City Services Expo to a family fun event: 4 Milestone(s)	Milestones: 1. Identify possible dates for FY22 City Services Expo and location and amenities for expo 2. Market event to potential participants targeting 10% of population 3. Hold event and count attendance 4. Debrief after event to determine steps for next year.		City Clerk	Quarterly	26% 1.04 / 4 Milestone(s) -
→ 4.4.3 Create promotional materials & media campaign for citywide events: 4 Campaign(s)			Recreation Superintendent	Quarterly	36% 1.44 / 4 Campaign(s) -
4.5 Continue seeking active/meaningful participation from community in stakeholders: 24			Police Chief	Quarterly	0% 0 / 24 7 behind
→ 4.5.1 Coffee with Cops events at least 4 times per year: 4 Event(s)			Deputy Police Chief	Quarterly	0% 0 / 4 Event(s) 1 Event(s) behind
→ 4.5.2 Include stakeholders in KPD strategic plan process: 1 Event(s)			Police Chief	Biannually	0% 0 / 1 Event(s) -
→ 4.5.3 KFD stakeholder invitations to annual planning meeting to increase community participation and outreach: 1 Event(s)	Current number of stakeholder participants is 25.		Fire Chief	Biannually	50% 0.5 / 1 Event(s) 1 Event(s) ahead
→ 4.5.4 Mayor's Quarterly Coffee event: 4 Event(s)			City Clerk	Quarterly	0% 0 / 4 Event(s) 1 Event(s) behind
→ 4.5.5 Hold Citizen's Academy: 1 Event(s)			City Manager	Biannually	0% 0 / 1 Event(s) -

→ 4.5.6 Provide monthly educational events for school age children for all Fire Service and Hazard divisions and programs: 12 Event(s)		Fire Chief	<p>Progress:: Public education events are scheduled on a monthly basis for extracurricular events as well as in the public school systems as part of the Community Risk Reduction Division</p> <p>Next Steps:: The Department will continue to deliver opportunities for school age children and the activities in which are available.</p>	Monthly	17% 2 / 12 Event(s) 1 Event(s) behind
→ 4.5.7 Include stakeholders in plan for transit system growth: 1 Event(s)		Public Works Director		Biannually	0% 0 / 1 Event(s) -
4.6 Increase customer responses of surveys by 2% annually over the next 5 years: 28% to 29%	Citizen Survey response rate was 28%; no other survey response rates were given in year 1.	City Manager		Quarterly	0% 28 / 29% -
→ 4.6.1 Departments will solicit increased responses to surveys: 12 Report(s)	All departments will be responsible for reporting in updates to be consolidated by owner. Please include baseline/prior year response rate if available and current response rate.	City Manager		Monthly	0% 0 / 12 Report(s) 3 Report(s) behind
→ 4.6.2 Develop Fire prevention feedback instrument to provide 25 survey responses monthly from members of the community impacted by service delivery: 25 Feedback(s) to 25 Feedback(s)	Goal is 25 responses each month.	Fire Chief	<p>Progress:: This survey instrument is in development currently with implementation in the 4th quarter 2021</p> <p>Next Steps:: This survey instrument is in development currently with implementation in the 4th quarter 2021</p>	Monthly	0 / 25 Feedback(s) 25 Feedback(s) behind

5. PARTNERSHIPS FY22

Goal	Details	Owner	Update	Update Frequency	Current Completion
5.1 Expand attainment of educational/workforce credentials and degrees		Human Resources and Risk Management Director		Biannually	5% 25% behind
→ 5.1.1 Attend each of the Mohave Community College site council meetings: 4 Meeting(s)		Economic Development Director		Quarterly	0% 0 / 4 Meeting(s) 1 Meeting(s) behind
→ 5.1.1.1 KPD remain an active member and attend all site council meetings: 2 Meeting(s)		Police Chief		Biannually	0% 0 / 2 Meeting(s) -

→ 5.1.1.2 Economic Development representative to attend all site council meetings: 2 Meeting(s)	Economic Development Director	Biannually	0% 0 / 2 Meeting(s) -
→ 5.1.2 Suggest curriculum needs to meet workforce demands	Economic Development Director	Quarterly	14% 11% behind
→ 5.1.2.1 Human Resources to hold internal meeting with department leadership annually: 1 Meeting(s)	Human Resources and Risk Management Director	Annually	0% 0 / 1 Meeting(s) -
→ 5.1.2.2 Support JTED and MCC administrators on curriculum to fill department talent and skill needs: 2 Meeting(s)	Public Works Director	Biannually	0% 0 / 2 Meeting(s) -
→ 5.1.2.3 Help the schools identify programs that will feed employees into City department (internships and jobs): 2 Meeting(s)	Economic Development Director	Biannually	0% 0 / 2 Meeting(s) -
→ 5.1.2.4 Work with JTED and MCC staff to develop Public Works internship and apprentice programs: 2 Meeting(s)	Public Works Director	Biannually	0% 0 / 2 Meeting(s) -
→ 5.1.2.5 Continue Fire Explorer program annually for all area high school students with the transition from high school to MCC to workforce: 1 Program(s)	Fire Chief	Biannually	100% 1 / 1 Program(s) -
			<p>Progress:: The 2021-22 Explorer academy has started with 19 high school seniors participating. This programs runs from August to certification testing in June 2022 for Firefighter I / II</p> <p>Next Steps:: The Department will continue to deliver this program and 2022-23 will consider a full time member for delivery of the program.</p>
→ 5.1.2.6 Promote and conduct Police Explorer Post throughout the year and Junior Police Academy twice during summer break: 3 Program(s)	Deputy Police Chief	Biannually	0% 0 / 3 Program(s) -
→ 5.1.2.7 Participate in Achieve 60 program: 4 Meeting(s)	Economic Development Director	Quarterly	0% 0 / 4 Meeting(s) 1 Meeting(s) behind
→ 5.1.3 Increase participation in Tuition Assistance Program from 5 employees to 10 employees: 10 People	Human Resources and Risk Management Director	Quarterly	0% 0 / 10 People 3 People behind

	→ 5.1.3.1 Annual survey for department needs for succession planning and degree/certifications: 1 Survey(ies)	Human Resources and Risk Management Director	Annually	0% 0 / 1 Survey(ies) -
	→ 5.1.3.2 Department nominated employees will be targeted to enter into program: 2 Campaign(s)	Human Resources and Risk Management Director	Biannually	0% 0 / 2 Campaign(s) -
5.3 Increase number of industrial/transportation/logistics jobs by 5% annually for the next 5 years: 1.57k Job(s) to 1.65k Job(s)	Baseline 1570 jobs in Manufacturing and Transportation.	Economic Development Director	Quarterly	0% 1.57k / 1.65k Job(s) 23 Job(s) behind
	→ 5.3.1 Continue active/meaningful participation in community stakeholder meetings each year: 48 Contact(s)	Economic Development Director	Monthly	22% 10.44 / 48 Contact(s) 15 Contact(s) behind
	→ 5.3.1.1 Continue meeting with Chamber of Commerce, KAMMA, AZ@Work: 12 Meeting(s)	Economic Development Director	Monthly	0% 0 / 12 Meeting(s) 3 Meeting(s) behind
	→ 5.3.1.2 Contact with Arizona Commerce Authority at least monthly: 12 Contact(s)	Economic Development Manager	Quarterly	25% 3 / 12 Contact(s) -

<p>→ 5.3.1.3 Contact with Mohave County Economic Development Department at least monthly: 12 Contact(s)</p>		<p>Economic Development Manager</p>	<p>Progress:: -Working with Lisa Card at the Mohave County Economic Development Department to submit a monthly item related to Kingman for the Mohave County Economic Development Newsletter.</p> <p>-Met with Lisa Card in September with Commercial Bank Officer Suzy Conklin to discuss commercial banking world.</p> <p>Next Steps:: Continue to work with Lisa Card and various aspects of Economic Development that will be beneficial to both the City and the County.</p>	<p>Monthly</p> <p>25%</p> <p>3 / 12 Contact(s)</p>
<p>→ 5.3.1.4 Contact with Patriot Rail at least monthly: 12 Contact(s)</p>		<p>Economic Development Manager</p>	<p>Progress:: Staff is working with Patriot Rail in an effort to accommodate various transloading companies into the Kingman Industrial Park. Staff has regular conversations with the team at Patriot Rail in regards to new opportunities for increasing rail into the park.</p> <p>Next Steps:: Continue to maintain regular communication with Patriot Rail in regards to the Transloading opportunities.</p>	<p>Monthly</p> <p>37%</p> <p>4.44 / 12 Contact(s)</p> <p>1 Contact(s) ahead</p>
<p>5.2 Find legislation to “Sign on in Support,” through the Request to Speak system: 3 Request(s)</p> <p>→ 5.2.1 Communicating requests for “Letters of Support” for City Elected Officials to sign: 3 Request(s)</p>	<p>Legislation must hold city funding harmless, or does not take precedent over city funding issues</p>	<p>Public Affairs Coordinator</p> <p>Public Affairs Coordinator</p>	<p>Quarterly</p> <p>Quarterly</p>	<p>0%</p> <p>0 / 3 Request(s)</p> <p>1 Request(s) behind</p> <p>0%</p> <p>0 / 3 Request(s)</p>

5.4 Improve the ratio of healthcare professionals to citizens and veterans through our partnership with the Health Coalition each year for the next for 5 years: 8.7% to 9.6%	Baseline Healthcare Employees 2600. Baseline Population 29,726	City Manager	Annually	0% 8.7 / 9.6% -
→ 5.4.1 Have at least 1 city representative actively involved with Health Coalition: 12 Meeting(s)		City Manager	Monthly	0% 0 / 12 Meeting(s) 3 Meeting(s) behind
→ 5.4.2 Support legislation that benefits Mohave County, such as H2454 in 2021 Session – (Telehealth;Health care providers)		Public Affairs Coordinator	Biannually	0% -
5.5 Increase overall image score on Citizen Survey to good or excellent by 5% annually for the next 5 years: 34% to 37%	Progress is determined annually on Citizen Survey.	City Manager	Annually	0% 34 / 37% -
→ 5.5.1 Purposeful self-promotion of city wins and positive results that impact community perception (perception>reality): 12 Promotion(s)		Public Affairs Coordinator	Monthly	25% 3 / 12 Promotion(s) -

6. CULTURE FY22

Goal	Details	Owner	Update	Update Frequency	Current Completion
6.1 Increase employee and dependent participation in wellness activities by 20% annually for the next 5 years as tracked by benefit provider: 20%		Human Resources and Risk Management Director		Annually	0% 0 / 20% -
→ 6.1.1 Leadership communicates safety and wellness topics to their teams on a quarterly basis in a group setting: 4 Communication(s)		Human Resources and Risk Management Director		Quarterly	0% 0 / 4 Communication(s) 1 Communication(s) behind
→ 6.1.1.1 Promote and encourage safety and wellness topics in all team meetings: 12 Update(s)	All departments will be responsible for reporting in updates to be consolidated by owner. **Please only record an update if your department had a safety/wellness topic in a team meeting this month. Do not update the tracker. Owner will update the tracker, adding 1 for each month that topics were covered**	Human Resources and Risk Management Director	Progress:: Promotion of safety and wellness topics occurs monthly during command staff and shift meeting. In addition, human resources representatives met with the Department wellness committee to discuss additional wellness offering by the city of Kingman as part of insurance trust. Next Steps:: The department will maintain the focus on safety and wellness at every opportunity.	Monthly	25% 3 / 12 Update(s) -
→ 6.1.2. Develop and implement more holistic wellness and safety programs		Human Resources and Risk Management Director		Quarterly	0% 25% behind

→ 6.1.2.1 Distribute a wellness calendar encompassing safety, financial, physical challenges, mental health, screenings etc.: 4 Distribution(s)		Human Resources and Risk Management Director		Quarterly	0% 0 / 4 Distribution(s) 1 Distribution(s) behind
→ 6.1.2.2 Promote and maintain safety and wellness rewards programs with quarterly tracking: 4 Promotion(s)		Human Resources and Risk Management Director		Quarterly	0% 0 / 4 Promotion(s) 1 Promotion(s) behind
→ 6.1.2.3 Track and measure successes and areas for future development quarterly: 4 Review(s)		Human Resources and Risk Management Director		Quarterly	0% 0 / 4 Review(s) 1 Review(s) behind
→ 6.1.3 Research discounts to city employees and their dependents for participating in city activities and programs (parks and rec programs, golf, leagues etc.): 3 Milestone(s)	Milestones: 1. Survey of other communities and use of discounts 2. Draft policy and program details 3. Approve and implement program	Human Resources and Risk Management Director		Quarterly	0% 0 / 3 Milestone(s) -
6.2 Improved citizen satisfaction with city employee contacts by 10% annually for the next 5 years: 57% to 62%	Progress is determined annually on Citizen Survey.	City Manager		Annually	0% 57 / 62% -
→ 6.2.1 Provide business/contact cards to all employees to provide during citizen contacts: 12 Review(s)	All departments will be responsible for reporting in updates to be consolidated by owner.	City Clerk	Progress:: Human Resources, Kingman Police Department, Kingman Fire Department, Parks & Recreation, City Attorney's Office, and Engineering have all provided contact cards to their staff. Next Steps:: Follow up with any remaining departments that needs to provide contact cards.	Monthly	25% 3 / 12 Review(s) -
→ 6.2.2 Provide training to empower employees to go the extra mile during citizen contacts/create contacts: 1 Training	Annual Customer Service training with 90% employee participation.	Human Resources and Risk Management Director		Annually	0% 0 / 1 Training -
→ 6.2.3 Provide focused messages through employee communication & programs: the mission, vision, values and how this is a part of customer service initiative: 12 Communication(s)		Human Resources and Risk Management Director		Monthly	0% 0 / 12 Communication(s) 3 Communication(s) behind
→ 6.3.3 Provide customer satisfaction through email submission responses & timely parks maintenance repair order resolution: 12 Review(s)	Monthly review of satisfaction statistics.	Recreation Superintendent	Progress:: completed all months reports. replied to all email web submissions in a timely manner Next Steps:: prepare for next month	Monthly	44% 5.28 / 12 Review(s) 2 Review(s) ahead

6.3 Increase employee participation in employee engagement survey to 80% within 3 years: 80% → 6.3.1 Communicate appreciation for receiving completed surveys: 1 Communication(s) → 6.3.2 Share high level results, show we listened, key areas where we have opportunity, and some of the ways we can address the input from the survey: 2 Report(s)	Progress is measured by annual employee engagement survey.	Human Resources and Risk Management Director	Annually	0% 0 / 80% -
		Human Resources and Risk Management Director	Annually	0% 0 / 1 Communication(s) -
	Reports: 1. Senior Leadership 2. All Staff	Human Resources and Risk Management Director	Biannually	0% 0 / 2 Report(s) -
6.4 Increase employee satisfaction by 5% annually for the next 5 years measured by employee survey annually: 71% to 75% → 6.4.1 Evaluate and prioritize survey results: 3 Milestone(s) → 6.4.2 Tailor response activities to address deficiency in employee satisfaction: 8 Communication(s) → 6.4.2.1 Implement communication and activities to address opportunities: 4 Communication(s) → 6.4.2.2 Openly communicate our strategy and how we will be addressing opportunities using multiple methods of communication: 2 Communication(s) → 6.4.2.3 Work with Human Resources to coordinate information on all City websites: 4 Communication(s) → 6.4.4 Launch supervisor academy with objective of improved culture and communication with employees: 3 Milestone(s) → 6.4.3 Celebrate our wins	Measured annually on Employee Engagement Survey.	Human Resources and Risk Management Director	Annually	0% 71 / 75% -
	Milestones: 1. Analyze survey results 2. Prioritize highs and lows 3. Disseminate results with Senior Leadership and seek feedback on prioritization.	Human Resources and Risk Management Director	Annually	0% 0 / 3 Milestone(s) -
		Human Resources and Risk Management Director	Quarterly	0% 0 / 8 Communication(s) 2 Communication(s) behind
		Human Resources and Risk Management Director	Quarterly	0% 0 / 4 Communication(s) 1 Communication(s) behind
	Utilizing Intranet, email, communication boards etc.	Human Resources and Risk Management Director	Biannually	0% 0 / 2 Communication(s) -
		Information Technology Director	Quarterly	0% 0 / 4 Communication(s) 1 Communication(s) behind
	Milestones: 1. Planning and curriculum development/selection 2. Hold supervisor academy 3. Debrief and plan for next year.	Human Resources and Risk Management Director	Quarterly	0% 0 / 3 Milestone(s) -
		Human Resources and Risk Management Director	Quarterly	0% 25% behind

→ 6.4.3.1 Share employee wins: 12 Report(s)	All departments will be responsible for reporting in updates to be consolidated by owner. Owner will add 1 for each time a win is shared organization wide.	Human Resources and Risk Management Director	Monthly	0% 0 / 12 Report(s) 3 Report(s) behind
→ 6.4.3.2 Employee celebrations/build momentum of Mission, Visions, Values/the importance of our employees, their contributions and their part in what we do: 4 Event(s)		Human Resources and Risk Management Director	Quarterly	0% 0 / 4 Event(s) 1 Event(s) behind